**Law and Leadership**

Professor Laura Rosenbury

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Fall 2019

Mondays 4 p.m. to 5:50 p.m.

This course will consider the role of lawyers as leaders in a variety of a settings, including law firms, public interest organizations, bar associations, businesses, government, and social movements. We will learn from case studies and social science literature analyzing styles of leadership, organizational dynamics, forms of influence, collaboration and teamwork, conflict management, innovation and the dynamics of change, diversity, and ethical dilemmas. College of Law alumni and other lawyers occupying leadership positions will also serve as guest speakers. Students will participate in class discussions and do in-class exercises; engage in out-of-class exercises, including group exercises; and write two 5-7 page papers analyzing our discussions with leaders. Optional receptions will be held with guests after some of the class meetings, providing students with opportunities to strengthen communication and networking skills.

***Course Goals/Student Learning Outcomes***

At the conclusion of this course, students who attend class, complete all exercises, and complete all other requirements for the course may expect to have acquired the following knowledge and skills related to leadership:

Knowledge:

* Understand different styles of leadership
* Understand how legal organizations have approached leadership
* Understand the variety of leadership roles people with legal training may achieve throughout their careers
* Understand how some lawyers achieved their leadership positions
* Understand how lawyers work in teams and lead teams

Skills:

* Think more broadly and flexibly about leadership
* Develop better self-awareness of strengths, weaknesses, and growth opportunities
* Develop better self-advocacy tactics and styles
* Develop critical and strategic thinking skills
* Improve communication skills, both oral and written
* Improve listening skills
* Learn to complete written work with a team
* Otherwise improve teamwork and collaborative skills

***Course Materials***

All materials will be distributed in class and posted on Canvas. I will notify students through Canvas with any changes to materials or deadlines.

***Attendance and Class Participation***

Attendance and class participation are key to the success of this class. You will in part be evaluated based on your contributions to the class (see the grading policy below). Although some exceptions for important interviews, family events, or religious holidays are understandable, students should make every effort to attend classes. Indeed, the ABA requires that all law schools ensure that students attend class and suggests that absences in excess of 15% should render a student ineligible to receive credit for the course.  If you foresee missing more than two classes, please contact my assistant, Kay Epstein, epstein@law.ufl.edu. Kay will schedule a one-on-one meeting at which we will discuss your situation.

Class participation will be measured based on regular assessment of the quality of contributions to class discussions. I define quality in diverse ways. For example, I will view as quality contributions those contributions reflecting exceptional preparation, offering substantive ideas, building on the preceding discussions, moving discussion forward to generate new insights, demonstrating the ability to persuade others or challenge conventional wisdom, relating a personal experience in a way that illuminates the ideas being discussed, or building upon the insights of other classmates. Please do not confuse high quantities of participation with quality participation. Good listening is a crucial skill for leaders and vital for quality participation. I will evaluate negatively any comments that are disrespectful or dismissive of others.

***Laptop Policy***

Because of the importance of class discussion and the tendency for laptops to encourage verbatim transcription or provide distractions, our classroom will be a laptop-free zone. Please *do not use laptops, ipads, cell phones, or other electronic devices during class*. *This prohibition is particularly important when we have guest leaders. Out of respect for those leaders, please do not check your email or phones except during breaks, and please do not look at any phones or electronic devices under the table while a guest is speaking*.

***Out-of-Class Preparation and Exercises***

ABA Standard 310 requires that students devote 120 minutes to out-of-class preparation for every “classroom hour” of in-class instruction. This course has 2 “classroom hours” each week, requiring at least 4 hours of preparation outside of class. Accordingly, you will be assigned 30 to 40 pages of reading a week and/or be asked to complete out-of-class exercises, both individually and in groups. It is anticipated that you will spend, on average, at least 4 hours out of class each week reading, engaging in out-of-class exercises, and/or preparing for in-class discussion and exercises.

***Grading and Written Work***

Grades will be based on a combination of class participation (one-third of grade), out-of-class group exercises and papers that are not blindly graded (one-third of grade), and two 5-7 page papers that will be blindly graded (one-third of grade). More details about the exercises and papers will be provided throughout the semester.

I will follow the College of Law’s posted grading policy, which sets forth how the mandatory mean will be calculated.  As with other classes at the College of Law, grades will fall on the following scale:

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| --- | --- |
| **Letter Grade** | **Point Equivalent** |
| A (Excellent) | 4.0 |
| A- | 3.67 |
| B+ | 3.33 |
| B | 3.0 |
| B- | 2.67 |
| C+ | 2.33 |
| C (Satisfactory) | 2.0 |
| C- | 1.67 |
| D+ | 1.33 |
| D (Poor) | 1.0 |
| D- | 0.67 |
| E (Failure) | 0.0 |
|  |  |

***Honor Code***

Academic honesty and integrity are fundamental values of the College of Law and University communities. Please be sure that you understand the UF Student Honor Code, which may be found at [http://www.dso.ufl.edu/students.](http://www.dso.ufl.edu/students.php)php.

***Accommodations***

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to Assistant Dean Brian Mitchell as early as possible in the semester.

***Class Meetings and Office Hours***

We will meet on Mondays, from 4 p.m. to 5:50 p.m.. I am also able to meet individually with students by appointment. Please email Kay Epstein, [epstein@law.law.edu](mailto:epstein@law.law.edu), to schedule an appointment or call her at 352-273-0855.

***Readings and Exercises***

Our current schedule of readings and exercises is as follows. This schedule is necessarily fluid because guest leaders will be joining us throughout the semester. The list of guest leaders will be distributed by September 9, 2019.

**8/26: What is Leadership? Who are Leaders?**

*Be prepared to discuss*:

\* Law Schools, Leadership, and Change, by Susan Sturm

*In-class activities*:

\*Everyday Leadership Ted Talk, by Drew Dudley

\*First Group Exercise – Lost At Sea

**9/3: Labor Day – No Class**

**9/9: Working In Teams, Leading Teams**

*Pre-Work: Upload to Canvas by 9/6 at noon:*

\* Complete the DISC personality test found at: <https://www.123test.com/disc-personality-test/>. Once you have completed the preliminary test, please pay $14.99 for the extended report and download that extended report as a pdf. Please upload the pdf to Canvas by noon on Friday, 9/6. (Please note that this is the only cost for the course other than tuition.)

*Be prepared to discuss*:

**\*** The Basics of Teamwork, by Neil Hamilton

\* Case Study: Army Crew Team

**9/16: What Makes Lawyers Leaders?**

*Guest Leader*

*Be prepared to discuss/draw upon*:

\* What Lawyers Lack: Leadership, by Deborah Rhode

\* The General Counsel as senior leader: more than “just a lawyer,” by John Amar

\* Guidelines for First Group Assignment

**9/23: Judging & Leadership**

*Guest Leader*

*Be prepared to discuss/draw upon*:

**\*** The Judge as Servant-Leader, by Samuel A. Thumma& Sarah Beene

\* Learning by the Case Method, by John Hammond

\* Case Study

**10/7: Analyzing Leaders, Learning Leadership**

*Guest Leader*

*After Class Work*:

\* First Group Assignment, **due by noon on October 11**

**10/14: Leadership and Innovation**

*Guest Leader*

*Be prepared to discuss/draw upon*:

\* Lead With Heart, by Tom Gartland with Patrick Sweeney (chapter 5)

**10/21: More on Innovation . . . and Failure**

*Guest Leader*

*Be prepared to discuss/draw upon*:

\* Legal Innovation is the Rage, but There’s Plenty of Resistance, by Mark Cohen

\* The Failure-Tolerant Leader, by Richard Farson & Ralph Keyes

*After Class Work*:

\* First Blindly Graded Individual Paper, **due by noon on October 25**

**10/28: Leading During Change**

*Guest Leader*

*Be prepared to discuss/draw upon*:

\* Case Study: Collaborating for Growth: Duane Morris in a Turbulent Legal Sector

**11/4: Habits of Excellence and Self-Advocacy**

*Guest Leader*

*Be prepared to discuss/draw upon*:

\* Stop Holding Yourself Back, by Anne Morris, Robin J. Ely & Frances X. Frei

\* Your Elevator Pitch Needs an Elevator Pitch, by Tim David

**11/11: Veterans Day – No Class**

*Out-of-Class Work:*

\* Second Group Assignment, **due by noon on November 15**

**11/18: Commitments and Priorities**

*Guest Leader*

*Be prepared to discuss/draw upon*:

**\*** The Leader’s Calendar, by Michael E. Porter, Nitin Nohria, Tom Gentile, Daniel McGinn & Sarah Higgins

**11/25: Applications of Self-Advocacy**

*In-Class Activity:*

\* Taping of Individual Pitches

*After Class Work*:

\* Upload to Canvas individual papers of no more than 1,500 words analyzing your own pitch and the pitches of the other members of your group **by noon on December 2**.

**12/2: Concluding Thoughts on Law and Leadership**

*Due by noon*:

\* Upload to Canvas individual papers of no more than 1,500 words analyzing your own pitch and the pitches of the other members of your group(see above)

*Guest Leader*

*Out-of-Class Work*:

\* Second Blindly Graded Individual Paper, **due by noon on December 19** (early submissions welcome any time after December 2)